



**Regional Housing
Legal Services**

Opening Doors for an
Equitable Future

Client Satisfaction Survey Report

2024-2025



WHO WE ARE

VISION

A future where everyone, regardless of income, race, identity, or background, has a safe, affordable home in a place they want to live

MISSION

We work alongside communities in the fight to create and protect safe, affordable homes. We provide legal representation for groups serving those with low incomes, share knowledge, unite partners, and advocate for policy changes

OUR COMMITMENT TO RACIAL EQUITY

RHLS is committed to integrating Racial Equity in all aspects of our work, in pursuit of achieving Racial Justice in housing, utilities, and community/economic development. We believe all people deserve housing that is healthy, safe, and affordable in a community of choice where they can thrive



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Executive Summary

Regional Housing Legal Services (RHLS) conducted its most comprehensive client feedback survey to date in 2025. Forty-three percent (43%) of active clients responded (42 of 98 surveyed clients). The results demonstrate exceptional client satisfaction and reveal RHLS as mission-critical infrastructure supporting Pennsylvania's affordable housing development ecosystem.



Strategic Findings

- **Market Position:** RHLS serves as essential infrastructure for both experienced affordable housing developers (50% of clients) and emerging organizations (50% first-time and emerging developers).
- **Growth Opportunities:** There is strong demand for training programs, rural development services, and mixed-use commercial expertise.
- **Service Innovation Needs:** Clients are requesting digital infrastructure improvements, property management legal support, and specialized training programs.

Key Performance Indicators

Client Loyalty & Satisfaction

- Net Promoter Score: **98** (41 of 42 respondents rated 9-10 likelihood to recommend)
- Overall Satisfaction: **98%** "Very Satisfied" (38/42), 2% "Satisfied" (2/42)
- **Zero** dissatisfied clients across all service areas

Organizational Impact

- **87.5%** of clients "Strongly Agree" that RHLS services are critical to their mission
- **85%** cannot provide services or meet their mission without RHLS
- **100%** of clients would work with RHLS again

ORGANIZATIONAL IMPACT	2025	2022	2020	2019	2017
I understand the services RHLS provides	4.52	4.03	4.30	4.63	4.48
RHLS helped my org achieve its goals	4.62	4.37	4.41	4.67	4.84
RHLS is a critical partner to my organization	4.62	4.24	4.30	4.57	4.84
The services RHLS provided were critical to helping my organization meet its mission	4.69	4.59	4.48	4.80	4.88

Service Quality Excellence

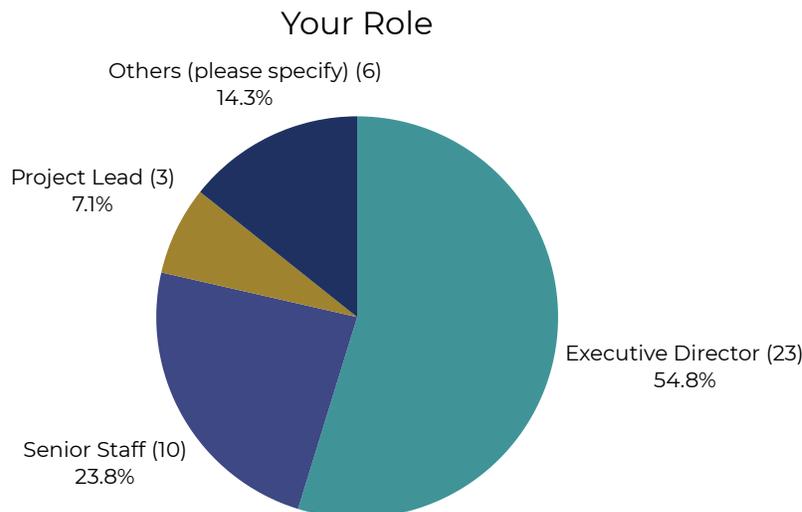
- Legal Expertise: **97.5%** rated "Excellent" or "Good"
- Communication Clarity: **95%** rated "Excellent" or "Good"
- Responsiveness: **87.5%** rated "Excellent" or "Good"

SERVICE RATING	2025	2022	2020	2019	2017
Legal Expertise	4.90	4.43	4.61	4.83	4.72
Responsiveness	4.74	4.41	4.30	4.93	4.76
Knowledge of Affordable Housing Programs	4.62	4.44	4.75	5.00	4.75
Ease of Requesting Services	4.71	4.52	4.52	4.93	4.64

SURVEY METHODOLOGY

Survey Design & Distribution

- **Survey Period:** August 14, 2025 - September 5, 2025
- **Target Population:** 98 active RHLS clients from from July 1, 2024- June 30, 2025 .
- **Response Rate:** 43% (42 responses) - highest in RHLS history
- **Survey Method:** Digital survey via SurveyMonkey with follow-up outreach.
- **Questions:** Twenty (20) questions including satisfaction scores, recommendation likelihood, and service quality ratings, with open-ended responses for in-depth strategic insights



Client Representation

Survey respondents represented diverse organization types, project sizes, and geographic locations across the Philadelphia region, ensuring comprehensive feedback across RHLS's client base. 65% of respondents were Executive Directors, which indicates RHLS works directly with organizational decision-makers, enhancing strategic impact and relationship sustainability.

Data Analysis Framework

Quantitative analysis focused on satisfaction scores, recommendation likelihood, and service quality ratings. We examined open-ended responses for themes related to service gaps, improvement opportunities, and strategic insights.

KEY FINDINGS

Project Size Distribution

Respondents included developers with a high concentration of small-to-medium scale projects, with 92.5% developing multi-family housing under 75 units.

78.6%

say they could not meet their mission without RHLS

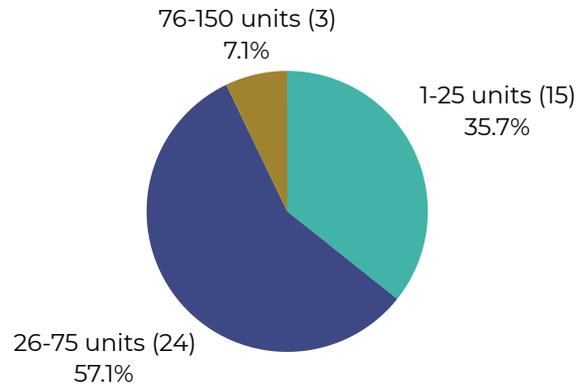
Client Relationship Depth

Nearly half, 47.5%, of our client list represents newer relationships, with this being their first time engaging in housing development or related services. 52.5% of respondents represent established, multi-project partnerships. This demonstrates a healthy relationship pipeline development and a good client retention rate.

Organization Experience Levels

Half of RHLS respondents (35% First-time engaging in housing development, 15% Emerging organizations) were first-time or emerging developers, representing a critical market segment that relies heavily on legal guidance and capacity building support.

Project size



Market Position

RHLS stands out for its deep expertise in affordable housing law, especially around LIHTC-related matters, navigating relationships with PHFA, and local regulations. As a nonprofit, we align with client values and understand the realities of community development work, remain accessible to organizations that can't afford private counsel, removing barriers for emerging developers which many clients are grateful for. Clients value RHLS not just for legal support, but for its long-term, partnership-driven approach that builds capacity and prioritizes lasting impact.



SERVICE EXCELLENCE ASSESSMENT

Core Strength Areas

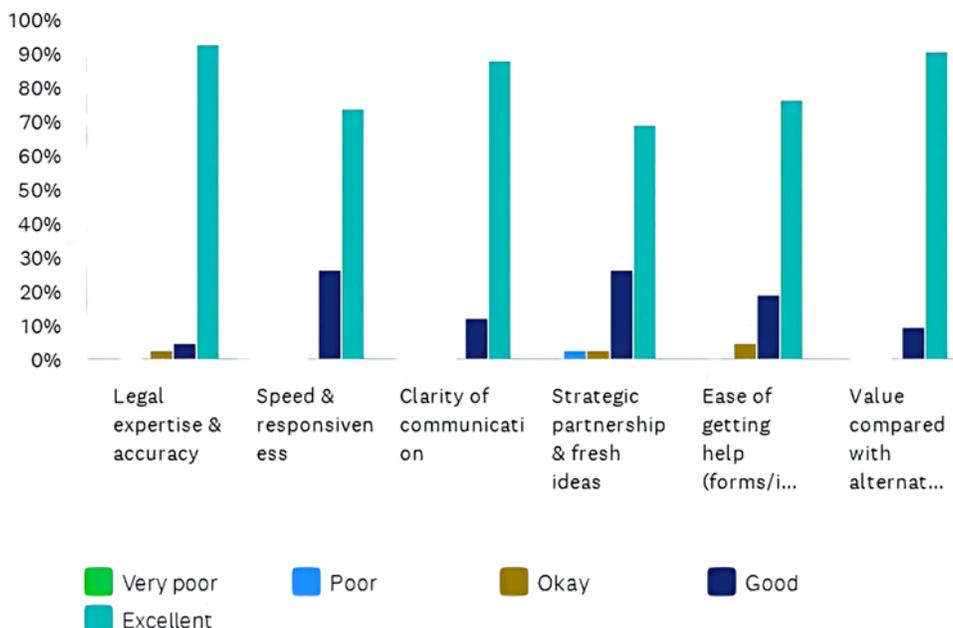
Legal Expertise & Accuracy (97.5% Excellent/Good)

- Consistently rated as a top strength across all client segments.
- Zero negative ratings demonstrate technical competence.
- Client feedback emphasizes deep specialization in affordable housing law.



RHLS has not only assisted us with transactions but has actively mentored us in best practices of real estate development... helping with tricky transactions such as acquisition of a building whose demising wall was not on the property line...”

-New Kensington CDC



“

The willingness of RHLS to step into a project that doesn't fit a conventional mold was the most helpful. We had struggled to find legal partners who could see the value in a community development corporation that blends grassroots organizing with poverty alleviation and local economic innovation...”

-SOMOS CDC

Value Proposition (97.5% Excellent/Good)

- Highest-rated service dimension
- Enables organizations to access expertise otherwise unavailable

Communication Excellence (95% Excellent/Good)

- Particularly valued by first-time developers
- Translates complex legal concepts effectively
- Builds client confidence in unfamiliar processes



STRATEGIC OPPORTUNITIES

Based on client feedback analysis, several service expansion opportunities emerged with strong market demand.

1. Training & Educational Programs

- Multiple requests for "webinars on hot topics in the industry."
- Specific request for "Community Housing Development Organization [CHDO] training" programs, as well as compliance updates.
- **Market Opportunity:** Position RHLS as a thought leader while serving a broader client base.

2. Mixed-Use & Commercial Development Support

- Request for "New Markets Tax Credit [NMTC]/Commercial expertise."
- Interest in "mixed-use/mixed-income projects."
- Growing market segment requiring specialized legal support.
- **Market Opportunity:** Expand service line to capture emerging development trends.

3. Property Management Legal Services

- Requests for "landlord tenant services."
- Interest in "self-managed property assistance."
- Legal support for the operational phase of developments.
- **Market Opportunity:** Extend client relationship beyond the development phase.

4. Digital Infrastructure Needs

- Multiple clients requested intake process improvements.
- Online document portal for client access.
- Project tracking dashboards.
- Digital communication platforms.

5. Process Standardization Opportunities

- Closing timeline templates.
- Standardized document packages by project type.
- Client expectation-setting protocols.
- Opportunity for capacity management optimization.

RECOMMENDATIONS



Digital Infrastructure Upgrade

- Implement a saveable online intake system
- Develop a client portal for document access and project tracking
- **Expected Impact:** Improved client experience, operational efficiency



Process Standardization Initiative

- Create closing timeline templates by project type
- Develop standardized client communication protocols
- Implement regular project check-in schedules
- **Expected Impact:** Enhanced predictability, reduced client anxiety



Client Communication Enhancement

- Improve educational resource library
- Create FAQ database for common issues
- **Expected Impact:** Proactive client support, reduced routine inquiries



Training Program Development

- Launch consistent webinar series on industry hot topics or YouTube training series
- Create a first-time developer boot camp series
- **Expected Impact:** Education, expanded client base, revenue diversification



They became a part of our team and really cared about our success.”
--Downtown Shenandoah Inc., Center for Education Business & Arts

RHLS provides us with critical review and guidance on all of our real estate development projects. Without the support of RHLS, we would be put in a vulnerable situation.”

--City of Bridges CLT, CBCLT Real Estate Development

APPENDIX | ADDITIONAL QUOTES

Strategic Legal Guidance Beyond Transactions

“RHLS has not only assisted us with transactions but has actively mentored us in best practices of real estate development... helping with tricky transactions such as acquisition of a building whose demising wall was not on the property line.”
-- New Kensington CDC

“Overall, RHLS provides guidance and support navigating challenging regulations. Most organizations just don't have the staffing levels to maintain the competencies needed to succeed.” -- Inglis, Eastwicks Renovation

“Jack's knowledge has been critical to help translate the language used in the development environment.” --The Urban League of Greater Philadelphia, Second Story Collaborative

“We have been able to set up tons of systems internally as a result of our work with RHLS”-- Habitat for Humanity Philadelphia, Inc

First-Time or Nontraditional Clients

“As a nonprofit Executive Director going through my first LIHTC closing, RHLS gave me and our Board peace of mind that our interests were protected.”
--Center in the Park, Maple Villlage

“We could not find a tax credit legal expert and RHLS stepped in.” -- RB Development, LLC Sepviva

“Helped us understand the process for our first project.” --Community of Compassion Inc., Compassion Senior Living Project

“Our housing project is funded entirely by grants, therefore we have no surplus funds to engage a law firm... RHLS is a godsend to us.” -- Upper Merion Area Housing Association UMAHA, Town Center Residential Project.

Trusted Legal Partner for Complex Projects

“They have been incredibly responsive in getting complicated AIA contracts completed and helping us meet extremely tight deadlines.” -- New Kensington CDC, Better Homes, Turn the key

“The willingness of RHLS to step into a project that doesn’t fit a conventional mold was the most helpful. We had struggled to find legal partners who could see the value in a community development corporation that blends grassroots organizing with poverty alleviation and local economic innovation. RHLS not only accepted us as a client but brought both clarity and creativity to the incorporation process, which has been critical to getting Somos CDC officially established. Their responsiveness and thoughtful guidance made us feel both supported and understood.” --Somos CDC

“RHLS has been incredibly helpful to our organization. They help us navigate complex contracts, complex issues with partner organizations, the city etc. Having a professional opinion and guidance has made my experience at my organization much easier...” --NKCDC East Kensington Scattered Sites, Homes for Better Living

Most Helpful

“RHLS provides us with critical review and guidance on all of our real estate development projects. Without the support of RHLS, we would be put in a vulnerable situation.” --City of Bridges CLT, CBCLT Real Estate Development

“They became a part of our team and really cared about our success.”
--Downtown Shenandoah Inc., Center for Education Business & Arts

“The willingness to walk us through what we didn't understand and help with all aspects of the project.” --Community of Compassion Inc, Compassion Senior Living

“Outstanding legal knowledge and excellent skills in working with individuals who do not have deep experience with LIHTC projects.” --Safe Harbour, Harbour Village

APPENDIX | SURVEY QUESTIONS

RHLS Client Feedback Survey — 2025

(Your experience helps us sharpen our services and be a better long-term partner.)

Section 1 • About this project

1. Project name
2. Your role: *Executive Director / Senior Staff / Project Lead / Other*
3. Organization type: *Experienced housing/community development organization, Emerging housing/community development organization (more than one development, but less than 3), First-time engaging in housing development or related services*
4. Name of organization
5. Email address
6. Rough project size: *1–25 units | 26–75 | 76–150 | 150+*
7. Approximately how many projects have you ever worked on with RHLS:
1, 2-5, 6 or more, Other

Section 2 • Overall impression

8. Recommendation
“On a scale of 0–10, how likely are you to recommend RHLS to a colleague or friend?”
(0 = “Not at all likely” ... 10 = “Extremely likely”)
9. Overall value
“Overall, how satisfied are you with the value RHLS provided on this project?”
Very dissatisfied / Dissatisfied / Neutral / Satisfied / Very satisfied
10. Please select the answer that best describes your opinion: DA-SA
I have an understanding of the services that RHLS provides
RHLS helped my organization achieve its intended goals or outcomes
RHLS is a critical partner to my organization
The services RHLS provided were critical to helping my organization meet its mission

11. How critical is RHLS to your organization? Would you be able to provide services or to meet your mission without RHLS?

If possible, include an example of when RHLS helped you meet a critical organizational goal

Section 3 • How did we do on...?

(One 5-point scale for each item: Very poor • Poor • Okay • Good • Excellent • N/A)

SERVICE DIMENSION	YOUR RATING
Legal expertise & accuracy	
Speed & responsiveness	
Clarity of communication	
Strategic partnership & fresh ideas	
Ease of getting help (forms, intake, etc.)	
Value compared with alternatives	

Section 4 • Your voice

13. What stood out as *most helpful*? (250-character limit)

14. One thing we could do *better* next time: (250-character limit)

15. Any new services or tools you wish RHLS offered? (*optional*)

Section 5 • Stay in touch

16. May we quote your comments?

- Yes, you may use and attribute them to me
- Yes, but please keep them anonymous
- No, please keep my comments private

17. Can we follow up for clarification if needed? Yes No

18. Would you like to subscribe to our mailing list? Yes/ No



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Philadelphia Office

123 S Broad Street, Suite 1330
Philadelphia, PA 19109

rhls.org
215-572-7300

Pittsburgh Office

100 Fifth Avenue, Suite 514
Pittsburgh, PA 15222

412-201-4301